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ABSTRACT

This survey provides current data for school directors and administrators to examine the policies of compensation for professional personnel in the suburban Philadelphia area. The report contains three sections: a) salaries of teachers, b) salaries of instructional specialists, and c) salaries of administrative and supervisory personnel. Mean salaries of classroom teachers in the seven reporting districts of Philadelphia range from \$12,345 to \$8,625 depending upon both the district and qualifications of the teacher. Approximately 43 percent of teachers hold advanced degrees, and the median salary of the sample is \$10,720. Salaries of administrators and directors range from \$39,000 to \$11,000 depending on the position. The problems and confusions of the wage-price freeze have created tensions between school districts and their employees. Further study of the situation will hopefully lead to a sound compensation program that will effectively attract and maintain an adequate and qualified staff of competent personnel. (Related document SP 005 649 is a salary study by the Philadelphia area.)

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**ELEVENTH ANNUAL SALARY SURVEY
PHILADELPHIA SUBURBAN SCHOOL STUDY COUNCIL**

GROUP A

DECEMBER 1971

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INTRODUCTION

The Eleventh Annual Salary Survey provides current data for school directors and administrators wishing to examine their own practices for the compensation of professional personnel in other districts in Group A of the Philadelphia Suburban School Study Council. The Report contains three sections: salaries of teachers; salaries of instructional specialists; and salaries of administrative and supervisory personnel.

Obviously, compensation programs for professional personnel in our schools are intertwined with the entire complex of financial factors that affect all communities. The problems are caused nationally by the recent wage-price freeze have compounded the tensions between school districts and their employees in Pennsylvania that followed the passage of Act 195. The latter was a turning point in these relations, and its effects have yet to be fully measured. It is evident that school districts are responsible for the control of schools are confronted with a highly difficult challenge in developing a sound compensation program that will be effective in attracting and maintaining an adequately balanced staff of qualified and competent personnel to serve the children in their communities.

The Study Council gratefully acknowledges the work of David A. Johnston and Richard L. Kinnikin who originated the survey for Group A in 1960 and conducted it until 1965. On behalf of the Study Council, we wish to thank graduate assistants John W. Kinnikin and Gerald A. Hedges, who organized and supervised the production of the current report with the assistance of Martin L. Stamm and Michael J. Pillard.

Matthew J. Pillard
Executive Director
Philadelphia Suburban School Study Council

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Matthew J. Pillard
Executive Director
Philadelphia Suburban School Study Council

PART II

SAMPLES OF ABACUS

PART I
TEACHERS' SALARIES

Median salaries of classroom teachers, in the seven reporting districts of the Philadelphia Suburban School Study Council-Group A- range from \$12,345 in the highest ranking district, to \$8,625 in the lowest ranking district. (TABLE 2)

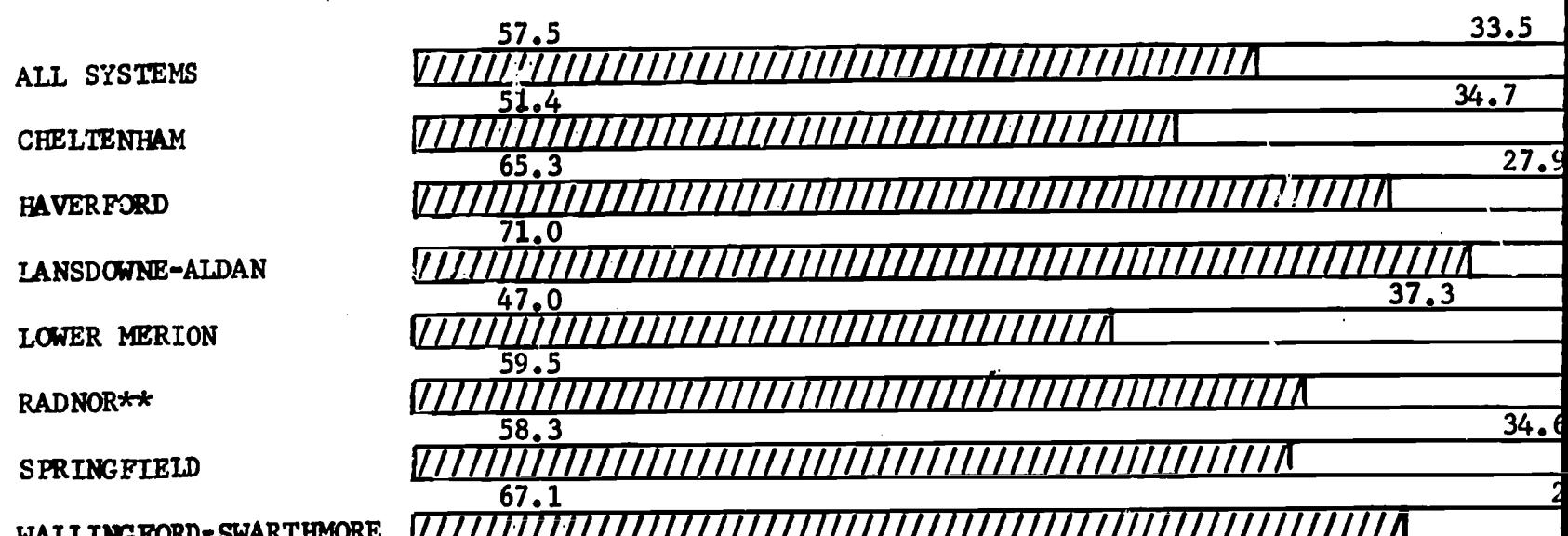
Median salaries of teachers vary with educational qualifications. (FIGURE 7) Approximately 43 per cent of all teachers hold advanced degrees and credits, an increase of about 7 per cent over last year. The salary differentials also relate to the greater length of service of teachers with advanced degrees. (FIGURE 6) There are wide variations among the reporting districts' median salary differentials associated with advanced preparation. (FIGURES 3,4,5)

More than two fifths of the teachers in the Group A districts have taught fewer than five years (FIGURE 2); one teacher in four has taught for more than fifteen years.

The median salary of all teachers in the sample is \$10,720.

FIGURE 1

PERCENTAGE OF ALL TEACHERS AT SELECTED EDUCATIONAL LEVELS

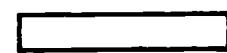


**Radnor School District has no separate salary schedule for Master's and Master's plus 30.

KEY:

BACHELOR'S OR LESS

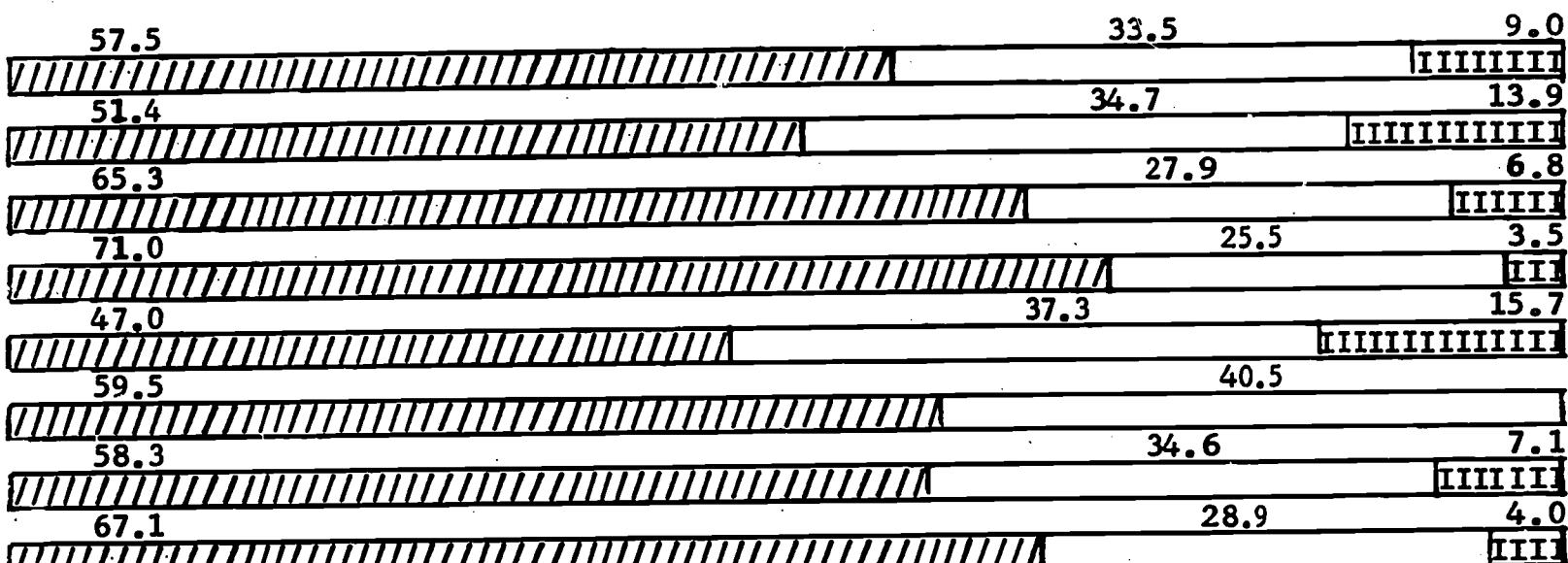
MASTER'S



MAS

FIGURE 1

PERCENTAGE OF ALL TEACHERS AT SELECTED EDUCATIONAL LEVELS



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BACHELOR'S OR LESS

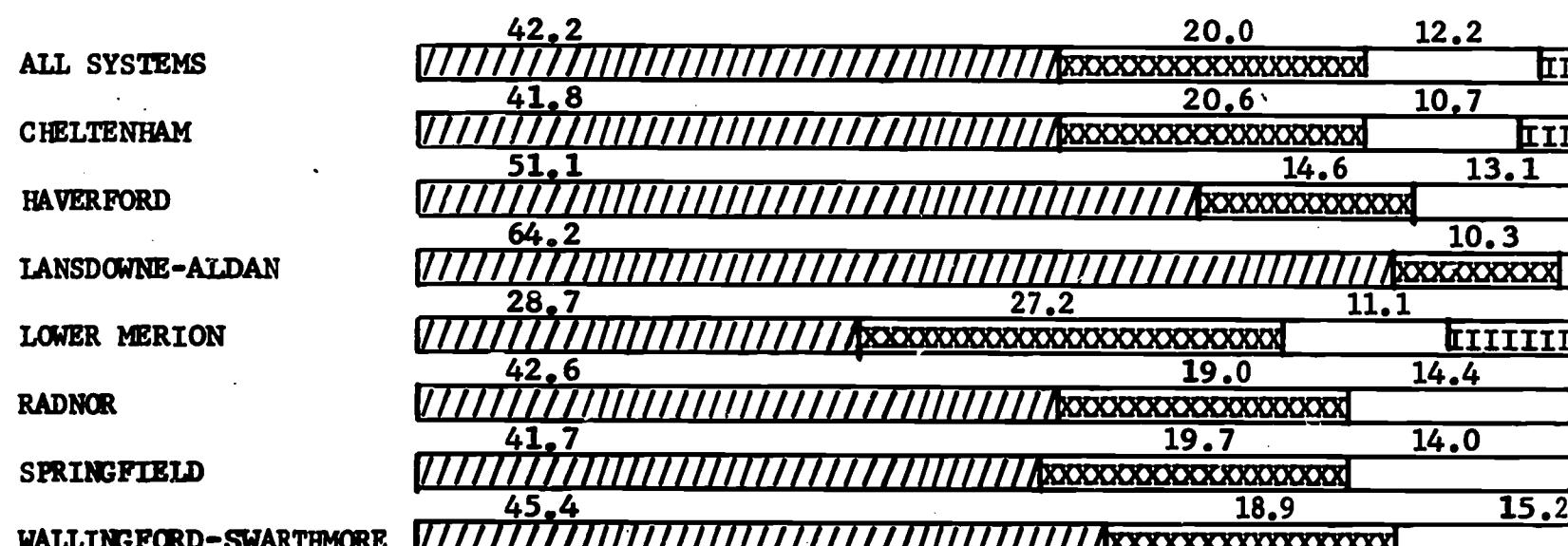
MASTER'S

MASTER'S + 30



FIGURE 2

PERCENTAGE OF ALL TEACHERS AT SELECTED EXPERIENCE LEVELS



KEY:

0 - 5 YRS.
|||||

6-- 10 YRS.
XXXXXX

11 - 15 YRS.

16 + YRS.
|||||

FIGURE 2

PERCENTAGE OF ALL TEACHERS AT SELECTED EXPERIENCE LEVELS

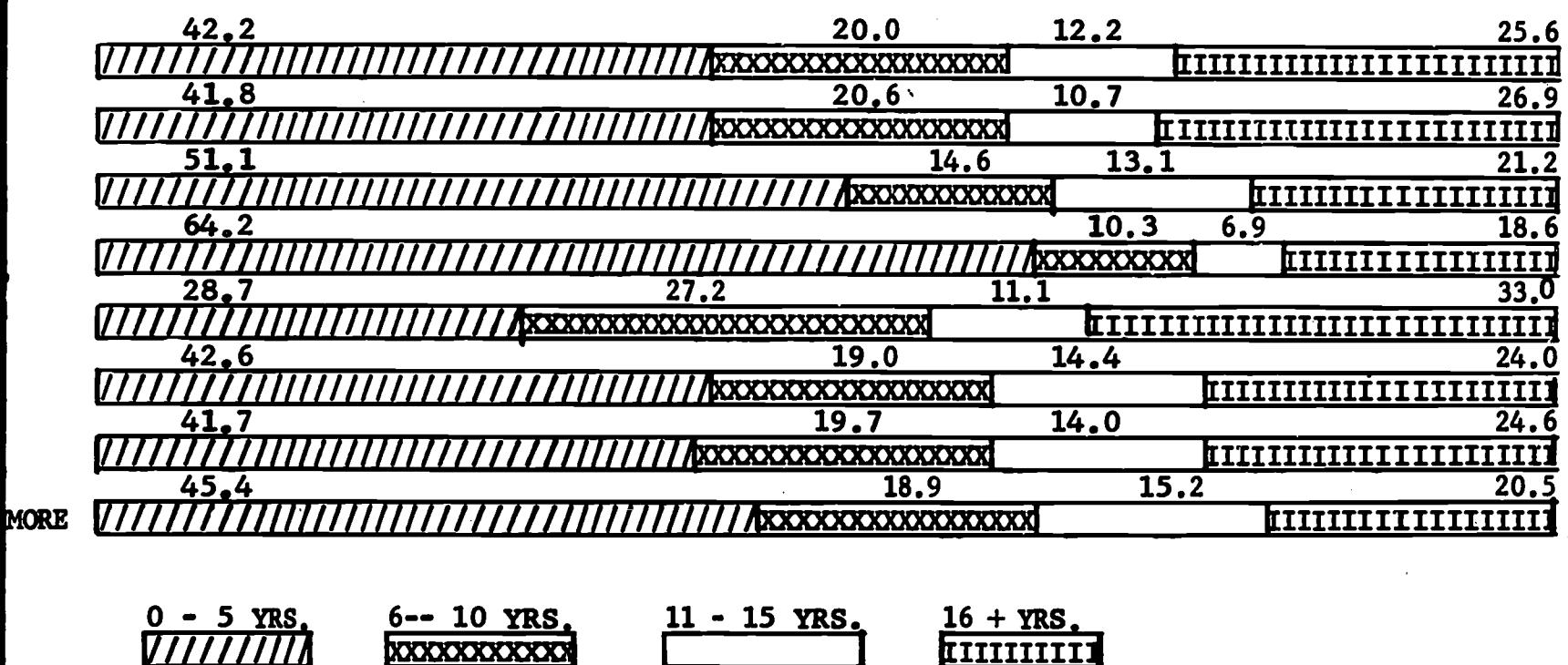


TABLE I

SALARIES OF TEACHERS, ALL EDUCATIONAL LEVELS
AT SELECTED EDUCATION EXPERIENCE
1971-72

School District		0-5 yrs.	6-10 yrs.	11-15 yrs.
CHELTENHAM	highest	10,150	12,750	17,100
	median	8,533	10,579	13,700
	lowest	7,400	9,250	11,800
HAVERFORD	highest	12,950	13,325	14,655
	median	8,184	10,090	12,331
	lowest	7,300	8,220	9,775
LANSDOWNE-ALDAN	highest	9,550	12,150	13,100
	median	7,850	10,125	11,500
	lowest	7,300	9,100	10,600
LOWER MERION	highest	11,500	15,300	16,000
	median	9,643	11,674	13,761
	lowest	8,100	10,000	11,650
RADNOR	highest	14,300	11,700	14,200
	median	8,802	10,847	12,000
	lowest	7,300	9,400	11,100
SPRINGFIELD	highest	10,100	13,500	14,900
	median	8,307	11,087	12,440
	lowest	7,400	8,300	11,700
WALLINGFORD-SWARTH- MORE	highest	10,900	13,903	13,784
	median	8,315	10,521	11,750
	lowest	7,300	8,300	10,647

TABLE I

SALARIES OF TEACHERS, ALL EDUCATIONAL LEVELS
AT SELECTED EDUCATION EXPERIENCE
1971-72

	0-5 yrs.	6-10 yrs.	11-15 yrs.	16 + yrs.
highest	10,150	12,750	17,100	17,100
median	8,533	10,579	13,700	14,815
lowest	7,400	9,250	11,800	11,800
highest	12,950	13,325	14,655	15,950
median	8,184	10,090	12,331	13,738
lowest	7,300	8,220	9,775	10,345
highest	9,550	12,150	13,100	14,650
median	7,850	10,125	11,500	14,019
lowest	7,300	9,100	10,600	10,600
highest	11,500	15,300	16,000	19,100
median	9,643	11,674	13,761	16,408
lowest	8,100	10,000	11,650	13,500
highest	14,300	11,700	14,200	15,500
median	8,802	10,847	12,000	13,904
lowest	7,300	9,400	11,100	11,400
highest	10,100	13,500	14,900	16,000
median	8,307	11,087	12,440	13,632
lowest	7,400	8,300	11,700	11,400
H-	highest	10,900	13,903	13,784
	median	8,315	10,521	11,750
	lowest	7,300	8,300	10,647
				11,350

TABLE 2
MEDIAN SALARIES FOR ALL TEACHERS
1962-63 THROUGH 1971-72

DISTRICT	1962-63		1963-64		1964-65		1965-66	
	MEDIAN	RANK	MEDIAN	RANK	MEDIAN	RANK	MEDIAN	RANK
ABINGTON	6800	2	7147	2	7247	3	7268	
CHELTENHAM	6604	3	7058	3	7348	1	7554	
HAVERFORD	5522	9	5880	9	6353	9	6570	
LANSDOWNE-ALDAN	5433	10	5769	10	6225	10	6560	
LOWER MERION	6806	1	7168	1	7314	2	7374	
NORRISTOWN	6246	7	6530	6	6638	8	6554	
RADNOR	6480	4	6688	4	7050	5	7414	
SPRINGFIELD TWP.	6054	8	6521	7	7038	6	7283	
UPPER DARBY	6458	5	6622	5	7200	4	7036	
WALLINGFORD-SWARTHMORE *****	6266	6	6069	8	6840	7	7220	

DISTRICT	1967-68		1968-69		1969-70		1970-71	
	MEDIAN	RANK	MEDIAN	RANK	MEDIAN	RANK	MEDIAN	RANK
ABINGTON	8105	3.5	8590	3	9500	3	9985	
CHELTENHAM	8105	3.5	8575	4	9089	5	9279	
HAVERFORD	7408	9	8165	7	8384	9	8795	
LANSDOWNE-ALDAN	7340	10	7399	10	7874	10	8229	
LOWER MERION	8239	2	8417	5	10195	1	10950	
NORRISTOWN	7529	8	8001	9	8495	8	8631	
RADNOR	7949	6	8383	6	9308	4	10114	
SPRINGFIELD TWP.	7637	7	8112	8	8645	7	10016	
UPPER DARBY	8350	1	8614	2	9056	6	9303	
WALLINGFORD-SWARTHMORE *****	8100	5	8672	1	9521	2	10100	

***** Figures given for the Wallingford-Swarthmore District from 1962-63 up to and including 1970-71 reported to the Group A Salary Survey by the Swarthmore-Rutledge District.

TABLE 2

MEDIAN SALARIES FOR ALL TEACHERS
1962-63 THROUGH 1971-72

	1962-63 MEDIAN RANK	1963-64 MEDIAN RANK	1964-65 MEDIAN RANK	1965-66 MEDIAN RANK	1966-67 MEDIAN RANK
	6800 2	7147 2	7247 3	7268 1	7833 2
	6604 3	7058 3	7348 1	7554 2	8060 1
	5522 9	5880 9	6353 9	6570 8	6904 9
	5433 10	5769 10	6225 10	6560 9	6775 10
	6806 1	7168 1	7314 2	7374 4	7704 3
	6246 7	6530 6	6638 8	6554 10	7080 8
	6480 4	6688 4	7050 5	7414 3	7450 6
	6054 8	6521 7	7038 6	7283 5	7260 7
	6458 5	6622 5	7200 4	7036 7	7653 4
ORE *****	6266 6	6069 8	6840 7	7220 6	7600 5

	1967-68 MEDIAN RANK	1968-69 MEDIAN RANK	1969-70 MEDIAN RANK	1970-71 MEDIAN RANK	1971-72 MEDIAN RANK
	8105 3.5	8590 3	9500 3	9985 5	
	8105 3.5	8575 4	9089 5	9279 7	10203 4
	7408 9	8165 7	8384 9	8795 9	9500 6
	7340 10	7399 10	7874 10	8229 11	8625 7
	8239 2	8417 5	10195 1	10950 1	12435 1
	7529 8	8001 9	8495 8	8631 10	
	7949 6	8383 6	9308 4	10114 2	10736 3
	7637 7	8112 8	8645 7	10016 4	10956 2
	8350 1	8614 2	9056 6	9303 6	
ORE *****	8100 5	8672 1	9521 2	10100 3	9850 5

for the Wallingford-Swarthmore District from 1962-63 up to and including 1970-71 are those
the Group A Salary Survey by the Swarthmore-Rutledge District.

TABLE 3
CUMULATIVE PERCENTAGE OF TEACHERS AT OR ABOVE EACH SALARY LEVEL

SALARY LEVEL	C	H	L-A	LM	R	S	W-S
\$17,000 & Above	0.9			11.8			
16,500 - 16,999	3.4			14.4			
16,000 - 16,499	7.8			26.4		0.5	0.4
15,550 - 15,999	14.8	2.1		28.0	1.7	0.5	0.4
15,000 - 15,499	19.0	6.7		29.3	3.0	1.9	1.2
14,500 - 14,999	22.1	9.0	0.7	31.7	6.8	5.2	2.8
14,000 - 14,499	26.3	10.4	9.7	33.8	11.8	6.6	5.6
13,500 - 13,999	26.5	13.5	13.1	42.1	18.1	18.0	9.2
13,000 - 13,499	28.5	16.1	15.9	45.0	22.8	21.13	12.0
12,500 - 12,999	29.7	19.1	15.9	49.3	26.2	2.51	15.7
12,000 - 12,499	35.0	25.3	18.6	54.6	30.4	38.6	22.9
11,500 - 11,999	43.3	30.0	22.8	59.4	37.6	42.4	30.5
11,000 - 11,499	45.0	32.6	24.8	66.2	46.0	49.5	37.8
10,500 - 10,999	48.5	38.3	29.7	74.2	53.6	55.0	45.8
10,000 - 10,499	51.0	42.3	31.0	82.7	56.1	57.8	48.2
9,500 - 9,999	58.6	50.0	38.6	86.8	61.6	60.7	54.2
9,000 - 9,499	66.2	56.3	40.7	91.5	74.7	64.9	63.5
8,500 - 8,999	80.1	64.0	53.1	97.1	84.8	71.6	72.3
8,000 - 8,499	89.9	80.6	58.6	100.0	91.6	90.5	85.1
7,500 - 7,999	95.1	88.9	89.7		94.1	96.7	97.2
7,000 - 7,499	100.0	100.0	100.0		100.0	100.0	100.0
6,500 - 6,999							
Below 6,500							

TABLE 3

CUMULATIVE PERCENTAGE OF TEACHERS AT OR ABOVE EACH SALARY LEVEL

C	H	L-A	LM	R	S	W-S	ALL DISTRICTS
0.9			11.8				3.1
3.4			14.4				4.1
7.8			26.4		0.5	0.4	8.0
4.8	2.1		28.0	1.7	0.5	0.4	10.2
9.0	6.7		29.3	3.0	1.9	1.2	12.4
22.1	9.0	0.7	31.7	6.8	5.2	2.8	15.0
26.3	10.4	9.7	33.8	11.8	6.6	5.6	18.1
26.5	13.5	13.1	42.1	18.1	18.0	9.2	23.4
28.5	16.1	15.9	45.0	22.8	21.13	12.0	26.3
29.7	19.1	15.9	49.3	26.2	2.51	15.7	29.3
35.0	25.3	18.6	54.6	30.4	38.6	22.9	35.5
33.3	30.0	22.8	59.4	37.6	42.4	30.5	41.3
5.0	32.6	24.8	66.2	46.0	49.5	37.8	46.5
48.5	38.3	29.7	74.2	53.6	55.0	45.8	52.8
61.0	42.3	31.0	82.7	56.1	57.8	48.2	57.0
68.6	50.0	38.6	86.8	61.6	60.7	54.2	62.8
66.2	56.3	40.7	91.5	74.7	64.9	63.5	69.5
80.1	64.0	53.1	97.1	84.8	71.6	72.3	78.4
89.9	80.6	58.6	100.0	91.6	90.5	85.1	88.3
95.1	88.9	89.7		94.1	96.7	97.2	95.2
100.0	100.0	100.0		100.0	100.0	100.0	100.0

FIGURE 3

DISTRIBUTION OF SALARIES BY DISTRICT - STUDY COUNCIL A
 SELECTED EDUCATIONAL LEVELS
 TEACHERS WITH BACHELOR'S DEGREE OR LESS, 1971-72

0 - 5 YEARS

6 - 10

C	H	L-A	LM	R	S	W-S	ALL	Salary Range	ALL	C	H	L-A	LM
				1			1	\$14,000-14,499					
								13,500-13,999	2				2
								13,000-13,499	3				3
								12,500-12,999	5				5
								12,000-12,499	13				12
								11,500-11,999	13	2	1		10
				2			2	11,000-11,499	28.75	4	.75		15
					3		1	10,500-10,999	49.1	4.6	1	2	23
				27			27	10,000-10,499	27	5	7	2	4
				19	3		3	9,500- 9,999	32.5	6.5	13	4	
	10	1	24	20	3	6	64	9,000- 9,499	28.6	11.6	5	2	
45	23	15	22	18	11	19	153	8,500- 8,999	1				1
32.3	57	6	15	13	38	30	191.3	8,000- 8,499	2				
17.7	29	44		6	13	29	138.7	7,500- 7,999					
17.8	39	15		14	7	7	99.8	7,000- 7,499					

FIGURE 3

DISTRIBUTION OF SALARIES BY DISTRICT - STUDY COUNCIL A

SELECTED EDUCATIONAL LEVELS

TEACHERS WITH BACHELOR'S DEGREE OR LESS, 1971-72

6 - 10 YEARS

R	S	W-S	ALL	Salary Range	ALL	C	H	L-A	LM	R	S	W-S
1			1	\$14,000-14,499								
				13,500-13,999	2					2		
				13,000-13,499	3					3		
				12,500-12,999	5					5		
				12,000-12,499	13					12		1
				11,500-11,999	13	2	1			10		
			2	11,000-11,499	28.75	4	.75			15	4	1
	1	4		10,500-10,999	49.1	4.6	1	2	23	10	3.5	5
		27		10,000-10,499	27	5	7	2	4	4	3	2
3	3	25		9,500- 9,999	32.5	6.5	13	4		1	2	6
20	3	6	64	9,000- 9,499	28.6	11.6	5	2		1	1	8
18	11	19	153	8,500- 8,999	1		1					
13	38	30	191.3	8,000- 8,499	2						1	1
6	13	29	138.7	7,500- 7,999								
14	7	7	99.8	7,000- 7,499								

FIGURE 3 (CONT.)

DISTRIBUTION OF SALARIES BY DISTRICT - STUDY COUNCIL A

SELECTED EDUCATIONAL LEVELS

TEACHERS WITH BACHELOR'S DEGREE OR LESS, 1971-72

11 - 15 YEARS

C	H	L-A	LM	R	S	W-S	ALL	Salary Range	ALL	C	H	L-A
								\$14,500-14,999	6			
			2				2	14,000-14,499	11			
			16				16	13,500-13,999	26			
			3	2			5	13,000-13,499	12	6		
1			6	1			8	12,500-12,999	14	2		
5			1	5	14.5	6	31.5	12,000-12,499	48	9	14	2
9.5	3	1	1	7	2	4	27.5	11,500-11,999	26	6	7	3
1	3			2		9	15	11,000-11,499	7			
5	2					4	11	10,500-10,999	7	6		1
1							1	10,000-10,499	2			2
3							3	9,500- 9,999				

FIGURE 3 (CONT.)

DISTRIBUTION OF SALARIES BY DISTRICT - STUDY COUNCIL A

SELECTED EDUCATIONAL LEVELS

TEACHERS WITH BACHELOR'S DEGREE OR LESS, 1971-72

15 YEARS

16 + YEARS

LM	R	S	W-S	ALL	Salary Range	ALL	C	H	L-A	LM	R	S	W-S
2				2	\$14,500-14,999	6				2	4		
16				16	14,000-14,499	11				6	5		
3	2			5	13,500-13,999	26				19	6		1
6	1			8	13,000-13,499	12	6			5	1		
6	1			8	12,500-12,999	14	2			3	2	7	
1	5	14.5	6	31.5	12,000-12,499	48	9	14	2	3	14	6	
1	7	2	4	27.5	11,500-11,999	26	6	7	3	2	1	7	
2			9	15	11,000-11,499	7				1	2	4	
			4	11	10,500-10,999	7							
				1	10,000-10,499	2							
				3	9,500- 9,999								

FIGURE 4

DISTRIBUTION OF SALARIES BY DISTRICT - STUDY COUNCIL A
 TEACHERS WITH MASTER'S DEGREE

0 - 5 YEARS							ALL	Salary Range	ALL	L		
C	H	L-A	LM	R	S	W-S				C	H	L
								\$15,000-15,499	2			
								14,500-14,999	1			
								14,000-14,499				
								13,500-13,999	1			
								13,000-13,499	7	2		
1							1	12,500-12,999	10			
								12,000-12,499	20	5		
							1	11,500-11,999	34.5	8.5	1	
							1	11,000-11,499	44.75	2	3.75	
.75			12				1	13.75	10,500-10,999	43	8	7
2			12	1	3			18	10,000-10,499	9	3	2
9.4	6	6	2	6	4	5	38.4	9,500- 9,999	18.3	9.3	4	
15	6			10	5	7	43	9,000- 9,499	3		1	
5	3	3	7	6	3	3	30	8,500- 8,999				
3	1	2		3	1	1	11	8,000- 8,499				
1		1				1	3	7,500- 7,999				

FIGURE 4

DISTRIBUTION OF SALARIES BY DISTRICT - STUDY COUNCIL A

TEACHERS WITH MASTER'S DEGREE

YEARS					6 - 10 YEARS									
LM	R	S	W-S	ALL	Salary Range	ALL	C	H	L-A	LM	R	S	W-S	
					\$15,000-15,499	2				2				
					14,500-14,999	1				1				
					14,000-14,499									
					13,500-13,999	1							1	
					13,000-13,499	7	2		5					
				1	12,500-12,999	10				9		1		
					12,000-12,499	20	5		1	14				
1				1	11,500-11,999	34.5	8.5	1		13	3	5	4	
1				1	11,000-11,499	44.75	2	3.75		17	10	9	3	
12		1	1	13.75	10,500-10,999	43	8	7	2	3	8	8	7	
12	1	3		18	10,000-10,499	9	3	2			1		3	
2	6	4	5	38.4	9,500- 9,999	18.3	9.3	4	1		3		1	
10	5	7	43		9,000- 9,499	3		1					2	
7	6	3	3	30	8,500- 8,999									
3	1	1	11		8,000- 8,499									
			1	3	7,500- 7,999									

FIGURE 4 (CONT.)

DISTRIBUTION OF SALARIES BY DISTRICT - STUDY COUNCIL A
TEACHERS WITH MASTER'S DEGREE

11 - 15 YEARS

C	H	L-A	LM	R	S	W-S	ALL	Salary Range	ALL	C	H	L-A
								\$17,000 & above	8			
								16,500-16,999	15	2		
1		2					3	16,000-16,499	44.4	5.4		
								15,500-15,999	17	5		
3		2					5	15,000-15,499	30	11	15	
3.3	1	6					10.3	14,500-14,999	23	8	6	
5	1	3	1	1			11	14,000-14,499	38	10	4	11
1	3	6	2	4			16	13,500-13,999	39	4	5	
1	3	2	4	1	3	3	17	13,000-13,499	10	3	1	
.3	4.5	2	3	4	2		15.8	12,500-12,999	2		1	
5	1	2			3		11	12,000-12,499	1			
2.75	1	5		2			10.75	11,500-11,999	3.75		1.75	
2		3					5	11,000-11,499				
					2		2	10,500-10,999				
					1		1	10,000-10,499				

FIGURE 4 (CONT.)

DISTRIBUTION OF SALARIES BY DISTRICT - STUDY COUNCIL A

TEACHERS WITH MASTER'S DEGREE

YEARS										<u>16 + YEARS</u>				
LM	R	S	W-S	ALL	Salary Range	ALL	C	H	L-A	LM	R	S	W-S	
					\$17,000 & above	8				8				
					16,500-16,999	15	2			13				
2				3	16,000-16,499	44.4	5.4			38				1
					15,500-15,999	17	5			8	4			
2				5	15,000-15,499	30	11	15			3			1
6				10.3	14,500-14,999	23	8	6	1	5				3
3	1	1		11	14,000-14,499	38	10	4	11	5	2			6
6	2	4		16	13,500-13,999	39	4	5		7	19			4
4	1	3	3	17	13,000-13,499	10	3	1		3	1			2
2	3	4	2	15.8	12,500-12,999	2	1				1			
2		3	11		12,000-12,499	1								1
5		2	10.75		11,500-11,999	3.75		1.75						2
3			5		11,000-11,499									
			2	2	10,500-10,999									
			1	1	10,000-10,499									

FIGURE 5

DISTRIBUTION OF SALARIES BY DISTRICT - STUDY COUNCIL A

TEACHERS WITH MASTER'S DEGREE PLUS THIRTY

0 - 5 YEARS

6 - 10

C	H	L-A	LM	R	S	W-S	ALL	Salary Range	ALL	C	H	L-A	LM
								\$15,000-15,499	2				
								14,500-14,999					
								14,000-14,499					
								13,500-13,999	1				
								13,000-13,499	2				
								12,500-12,999	2	1			
								12,000-12,499	1				
								11,500-11,999	5	4			1
								11,000-11,499	3.05	.3	1.75		
								10,500-10,999					
1			1				2	10,000-10,499					
2	1						3	9,500- 9,999					
1								9,000- 9,499					

FIGURE 5

DISTRIBUTION OF SALARIES BY DISTRICT - STUDY COUNCIL A

TEACHERS WITH MASTER'S DEGREE PLUS THIRTY

YEARS				6 - 10 YEARS									
LM	R	S	W-S	ALL	Salary Range	ALL	C	H	L-A	LM	R	S	W-S
					\$15,000-15,499	2				2			
					14,500-14,999								
					14,000-14,499								
					13,500-13,999	1						1	
					13,000-13,499	2						2	
					12,500-12,999	2	1					1	
					12,000-12,499	1							1
					11,500-11,999	5	4		1				
					11,000-11,499	3.05	.3	1.75					1
					10,500-10,999								
1			2		10,000-10,499								
			3		9,500- 9,999								
					9,000- 9,499								

FIGURE 5 (CONT.)

DISTRIBUTION OF SALARIES BY DISTRICT - STUDY COUNCIL A
TEACHERS WITH MASTER'S DEGREE PLUS THIRTY

11 - 15 YEARS

C	H	L-A	LM	R	S	W-S	ALL	Salary Range	ALL	C	H	L-A
.3							.3	\$17,000 & above	56	3		
								16,500-16,999	6		6	
1							1	16,000-16,499	32.5	9.5		
7							7	15,500-15,999	20.7	13.2	7.5	
							1	15,000-15,499	6	1	1	
			1				1	14,500-14,999	9		1	1
			2		1		3	14,000-14,499	3			2
2.75							1	3.75	13,500-13,999	3		1
1							1	2	13,000-13,499	2		1
4									12,500-12,999			
2.75							2.75	12,000-12,499				

FIGURE 5 (CONT.)

DISTRIBUTION OF SALARIES BY DISTRICT - STUDY COUNCIL A

TEACHERS WITH MASTER'S DEGREE PLUS THIRTY

15 YEARS

16 + YEARS

LM	R	S	W-S	ALL	Salary Range	ALL	C	H	L-A	LM	R	S	W-S
				.3	\$17,000 & above	56	3			53			
					16,500-16,999	6	6						
				1	16,000-16,499	32.5	9.5			22		1	
				7	15,500-15,999	20.7	13.2	7.5					
1				1	15,000-15,499	6	1	1				3	1
2	1			3	14,500-14,999	9		1	1			6	1
					14,000-14,499	3			2				1
	1	3.75			13,500-13,999	3		1					2
	1	2			13,000-13,499	2			1				1
					12,500-12,999								
				2.75	12,000-12,499								

FIGURE 6

MEDIAN SALARIES BY DISTRICT IN RELATION TO MEDIAN FOR STUDY COUNCIL A
AT SELECTED EDUCATIONAL EXPERIENCE LEVELS

ALL TEACHERS 1971-72

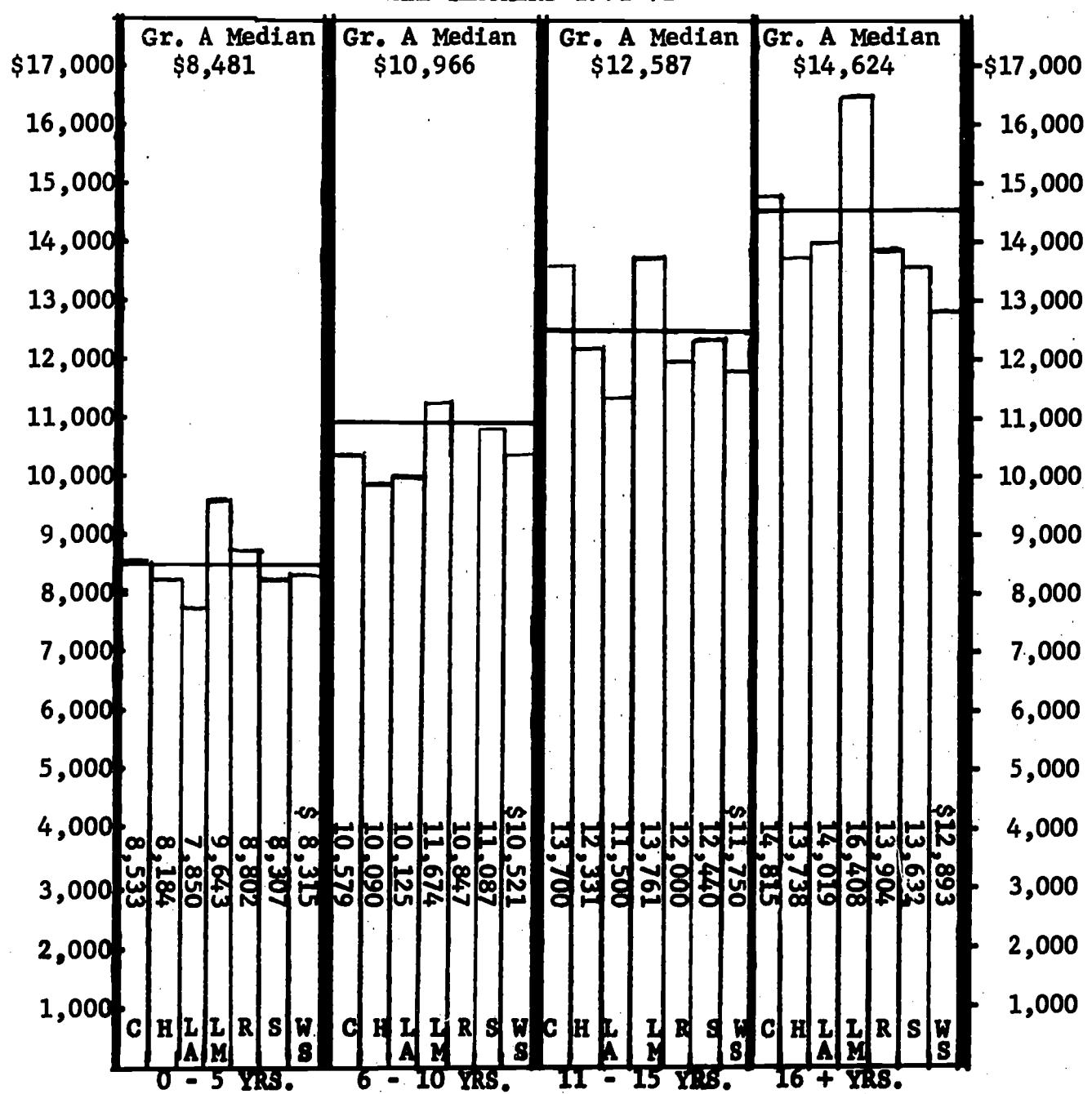
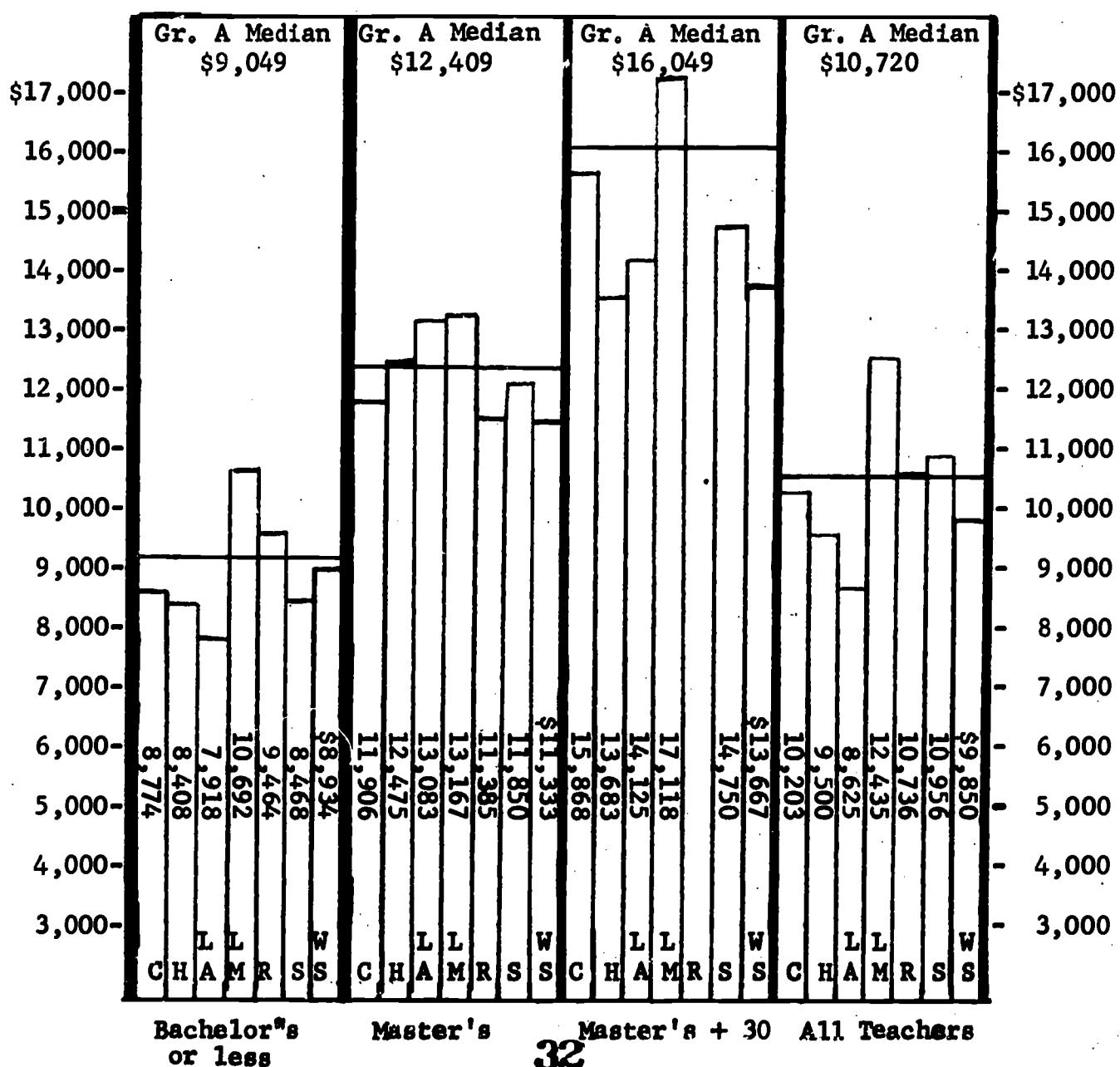


FIGURE 7

MEDIAN SALARIES BY DISTRICT IN RELATION TO MEDIAN FOR STUDY COUNCIL A

ALL TEACHERS AT LEVELS OF EDUCATIONAL ATTAINMENT 1971-72



PART II

SALARIES OF INSTRUCTIONAL SPECIALISTS

TABLE 4
GUIDANCE PERSONNEL
1971-1972

SCHOOL DISTRICT	YEARS OF EXPERIENCE THIS JOB	YEARS OF EXPERIENCE TOTAL	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
L-A	6	18	M + 30	48	\$19,305	\$3,338
H	12	35		48	18,195	1,100
LM	7	22	M + 30	38	17,600	1,500
LM	14	13	M + 30	38	17,600	1,500
H	14	24		48	17,525	1,050
C	2	22	M + 40	40	17,100	1,200
C	15	30	M + 42	40	17,100	1,200
R	10	15	M + 1	48	16,917	1,836
WS	8	20	M	48	16,754	1,510
LM	7	26	M + 60	38	16,400	1,300
LM	12	26	M + 30	38	16,400	1,300
LM	NP	20	M + 30	38	16,400	NP
C	4	16	M + 63	40	16,300	1,200
C	19	19	M + 42	40	16,300	1,200
LM	7	5	M + 15	38	16,200	1,400
LM	3	10	M	38	16,065	NP
C	27	27	M + 40	40	15,900	1,200
C	1	13	M + 41	40	15,900	2,700
C	18	18	M + 36	40	15,900	1,200
WS	20	37	M	46	15,655	500
C	3	32	M + 27	40	15,500	1,200
LM	3	13	M	38	15,450	1,900
H	2	20		48	15,440	950
LM	4	6	M + 15	38	15,300	1,900
C	5	15	M + 12	40	15,200	1,200
WS	4	13	M	48	14,760	900
S	14	25	M + 30	37.6	14,600	1,000
S	2	14	M + 30	37.6	14,600	1,700
R	20	24	M	38	14,500	1,000
C	3	12	M	40	14,150	1,850
L-A	4	10	M	40	13,980	1,267

CONTINUED

TABLE 4: GUIDANCE PERSONNEL (CONT.)

SCHOOL DISTRICT	YEARS OF EXPERIENCE	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
	THIS JOB	TOTAL			
LM	4	8	M	38	\$13,900 \$1,700
R	15	18	M	38	13,900 1,000
H	3	26		48	13,750 900
S	11	22	M	37.6	13,750 1,000
LM	5	15	B + 15	38	13,700 1,500
S	5	33	M	37.6	13,600 1,000
S	8	20	M	37.6	13,600 1,000
H	11	14.5		48	13,530 1,100
LM	NP	10	M	38	13,300 NP
WS	3	9	M	48	13,260 900
L-A	NP	9	M	40	13,120 NP
H	5	12		48	12,865 950
H	6	13		48	12,790 900
S	5	9	M	37.6	12,700 1,000
LM	4	4	M	38	12,600 1,500
R	5	21	M	38	12,600 900
WS	5	9	M + 15	46	12,330 920
H	4.5	11		48	12,135 950
WS	2	9	M + 15	46	12,105 930
LM	4	3	M	38	12,000 NP
WS	4	13	M	44	11,940 647
L-A	2	6	M	40	11,880 1,607
LM	2	6	M	38	11,800 1,400
R	6	8	M	38	11,700 1,100
C	2	8	M + 30	40	11,650 850
R	3	9	M	38	11,500 900
C	9	9	M	40	11,350 NP
H	4	9.5		48	11,345 900
H	3	8		48	11,325 900

CONTINUED

TABLE 4: GUIDANCE PERSONNEL (CONT.)

SCHOOL DISTRICT	YEARS OF EXPERIENCE	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
	THIS JOB	TOTAL			
H	2	8	48	\$11,300	\$ 900
LM	5	0	M 38	11,000	NP
H	4	9	48	10,815	900
LM	NP	6	M 38	10,800	NP
R	3	7	M 38	10,800	1,300
WS	4	4	M 44	10,551	1,906
R	4	8	M 38	10,100	NP
WS	3	4	M 46	9,790	770
R	2	4	M 38	9,700	800
C	1	4	M + 24 40	9,550	NP
R	NP	5	M 38	9,450	NP
LM	NP	1	B 38	8,100	NP
R	NP	NP	M 38	7,600	NP
R	NP	NP	M 38	7,600	NP
WS	3	4	B	3,380	300
Mean	5.9	13.6	M+10 41.3	\$13,407	\$1,260
Median	4	12	M 40	13,600	1,067

TABLE 5
LIBRARIANS
1971-72

SCHOOL DISTRICT	YEARS OF EXPERIENCE THIS JOB	YEARS OF EXPERIENCE TOTAL	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
C	31	31	M + 41	40	\$17,100	\$1,200
C	22	22	M + 66	40	16,700	1,200
LM	25	10	M + 30	38	16,400	1,300
LM	11	10	M	38	16,200	1,400
C	11	27	M + 30	40	16,100	1,200
H	24	31		40	15,200	800
H	15.5	22		40	15,020	950
R	34	37	M	36	14,975	1,000
LM	4	7	M	38	14,650	1,800
R	22	28	M	36	14,800	1,000
WS	40	40	M + 30	38	14,106	1,476
WS	15	26	M + 30	38	13,740	670
H	6	15		40	13,425	900
LM	25	9	B	38	13,500	1,200
S	15	15	M	37.6	13,100	1,600
R	11	12	M	36	13,000	1,500
WS	8	15	M	38	12,860	860
R	6	19	M	36	12,800	900
C	16	16	B	40	12,600	1,100
S	15	15	M	37.6	12,300	N.P.
LM	10	0	M	38	12,250	1,700
H	10	10		40	12,215	900
H	16.5	15.5		40	12,100	700
R	6	6	M	36	11,700	1,300
S	11	11	B	37.6	11,700	1,500
H	10.6	10.6		40	11,465	900
S	7	7	M	37.6	11,000	1,200
H	6	8		40	10,645	900
LM	4	0	M	38	10,500	1,100
LM	4	0	M	38	10,500	1,100

CONTINUED

TABLE 5

LIBRARIANS

1971-72

SCHOOL DISTRICT	YEARS OF EXPERIENCE		EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY
	THIS JOB	TOTAL			
R	3	7	M	36	\$10,500
C	7	7	M + 12	40	10,450
WS	5	9.5	B	38	10,350
LM	N.P.	3	M	38	10,000
LM	3	0	M	38	10,000
C	5½	5½	M	40	9,750
R	3.5	5	M	36	9,700
H	5	5		40	9,690
LA	4	6	B	40	9,600
WS	8	14	M	38	9,550
LM	2	0	B + 15	38	9,300
LM	2	0	B + 15	38	9,300
C	2	4	M + 12	40	9,250
R	4	6	M	36	8,940
LM	1	0	M	38	8,900
C	13	13	M + 12	40	8,880
S	2	2	M	37.6	8,800
LA	0	3	B	40	8,100
LM	1	0	B	38	8,100
H	1.4	1.4		40	8,000
H	2	2		40	8,000
S	1.5	1.5	B	37.6	8,000
C	2½	2½	M	40	5,150
Mean	10.0	10.5	M	38.5	\$11,520
Median	6	7	M	38	11,000

TABLE 5
LIBRARIANS
1971-72

COL ICT	YEARS OF EXPERIENCE		EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
	THIS JOB	TOTAL				
	3	7	M	36	\$10,500	\$1,300
	7	7	M + 12	40	10,450	950
	5	9.5	B	38	10,350	700
	N.P.	3	M	38	10,000	N.P.
	3	0	M	38	10,000	1,000
	5½	5½	M	40	9,750	850
	3.5	5	M	36	9,700	800
	5	5		40	9,690	900
	4	6	B	40	9,600	900
	8	14	M	38	9,555	893
	2	0	B + 15	38	9,300	1,200
	2	0	B + 15	38	9,300	1,200
	2	4	M + 12	40	9,250	950
	4	6	M	36	8,947	N.P.
	1	0	M	38	8,900	900
	13	13	M + 12	40	8,880	960
	2	2	M	37.6	8,800	N.P.
	0	3	B	40	8,100	N.P.
	1	0	B	38	8,100	N.P.
	1.4	1.4		40	8,000	605
	2	2		40	8,000	605
	1.5	1.5	B	37.6	8,000	700
	2½	2½	M	40	5,150	350
	10.0	10.5	M	38.5	\$11,528	\$1,045
	6	7	M	38	11,000	960

TABLE 6
PSYCHOLOGISTS
1971-72

SCHOOL DISTRICT	YEARS OF EXPERIENCE THIS JOB	YEARS OF EXPERIENCE TOTAL	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
C	4	11	D	40	\$17,200	\$1,400
ST	9.8	11	D	44.2	\$17,100	\$1,600
C	6	18	M + 17	40	\$16,100	\$1,200
C	4	4	M	40	\$15,450	\$1,200
R	27	43	M	46	\$15,300	\$1,000
H	1	7	M + 30	48	\$14,750	\$1,250
L-A	28	38	M	40	\$14,521	\$ 933
ST	5	6	M	44.2	\$14,400	\$1,475
W-S	3	5	M	48	\$14,200	\$1,000
W-S	3	4	M	31	\$ 8,265	\$ 719
H	3	3	M + 30	3 days/wk	\$63.00/day	\$3.00/day
H	2.5	2.5	M	2 days/wk	\$7.00/hr.	\$0.75/hr.
Mean	8	12.7	M + 10	42.1	\$14,729	\$1,178
Median	4	6	M	42.2	\$15,025	\$1,200

TABLE 7
READING SPECIALISTS
1971-72

SCHOOL DISTRICT	YEARS OF EXPERIENCE THIS JOB	YEARS OF EXPERIENCE TOTAL	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
C	2	16	M + 37	40	\$17,100	\$1,200
C	6	10	M + 29	40	\$15,700	\$1,200
C	2	14	M + 1	40	\$14,550	\$1,050
ST	8	20	M	37.6	\$13,600	\$1,000
W-S	7	20	M	38	\$13,520	\$ 520
W-S	10	28	M	38	\$13,500	\$ 997
ST	0	9	M	37.6	\$11,900	N.P.
W-S	4	19	B	38	\$11,350	\$ 500
W-S	3	9.5	M + 15	38	\$11,040	\$ 820
C	2	8	M + 3	40	\$10,950	\$ 950
C	1	8	B	40	\$10,950	\$ 950
C	2	4.5	M + 12	40	\$10,900	\$ 950
C	0	6	M + 25	40	\$10,850	N.P.
L-A	1	7	M + 15	40	\$10,675	\$1,075
ST	2	4	M	37.6	\$ 9,600	\$1,200
ST	0	4	B	37.6	\$ 8,700	N.P.
W-S	0	4	M	38	\$ 8,600	N.P.
L-A	0	1	B	40	\$ 8,200	N.P.
L-A	0	3	B	40	\$ 8,150	N.P.
R	0	6	B	23	\$ 6,780	N.P.
R	0	8	M	22	\$ 6,420	N.P.
W-S	3	4	M	19	\$ 4,895	\$ 450
R	0	8	B	15	\$ 4,500	N.P.
R	0	4	B	16	\$ 4,050	N.P.
Mean	2.2	9.4	B + 25	34.8	\$10,270	\$ 919
Median	1.5	8	M	38	\$10,875	\$ 950

TABLE 8
SPEECH AND HEARING SPECIALISTS
1971-72

SCHOOL DISTRICT	YEARS OF EXPERIENCE THIS JOB	YEARS OF EXPERIENCE TOTAL	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
C	12.0	12.0	H + 5	40	\$15,150	\$1,850
L-A	19.0	26.5	M	40	\$14,521	\$ 933
C	13.5	13.5	B	40	\$12,400	\$1,100
C	8.5	8.5	B	40	\$11,350	\$1,750
H	2.0	7.0	B	44	\$ 9,270	\$ 800
LM	1.0	2.0	B +	38	\$ 9,100	\$1,100
LM	1.0	2.0	B +	38	\$ 9,100	\$1,100
LM	0	0	B	38	\$ 8,100	N.P.
H	2.0	2.0	B	44	\$ 8,000	\$ 605
Mean	6.6	8.2	B +	39.3	\$10,777	\$1,155
Median	2.0	7.0	B	40.0	\$ 9,270	\$1,100

TABLE 9
SALARIES OF SUPERVISORS, DIRECTORS, & COORDINATORS, 1971-72
1971-72

SCHOOL DISTRICT	JOB TITLE OR DESCRIPTION	YEARS OF EXPERIENCE		EDUCATIONAL ATTAINMENT	WORK WEEKS	SALAR
		THIS JOB	TOTAL			
C	Reading Consultant	7	18	M + 40	40	\$17,300
ST	Dir. of Learning Resources	5.9	17	D	44.2	17,000
H	Coord.-Phys.Ed.-All Schools	1	32	M + 30	10 Mon.	16,750
H	Dept.Chrm.-Math Sr. High	2	10	M + 30	10 Mon.	16,255
H	Elementary Coordinator	8	31	M	10 Mon.	16,200
WS	Coordinator	1	21	M.S. + 30	40	16,020
ST	Dir. of Learning Resources	1.9	5	B	48	16,000
H	Coord.-Music-All Schools	3	21	M	10 Mon.	15,800
WS	Dean	NP	14	M.S.	40	15,780
H	Coord.-Art-All Schools	3	23	M	10 Mon.	15,600
ST	Dir. of Aquatics	2.0	28	B	44.2	15,500
H	Dept.Chrm.-Science-Sr. High	2	4	M + 30	10 Mon.	14,120
H	Dept.Chrm.-Math-Jr. High	2	14	M	"	13,560
H	Dept.Chrm.-Soc.Studies-Jr.	2	10	M + 30	"	13,345
WS	Dir. of Athletics	1	16	B.S.	38	13,200
H	Dept.Chrm.-Ind. Arts-2nd	2	13	M	10 Mon.	13,165
H	Elementary Coordinator	8	12	B	"	13,100
WS	Dean	1	8	M.S.	40	12,970
H	Dept.Chrm.-English-Sr. High	2	6	M	10 Mon.	12,810
C	Planetarium Director	NP	7	M + 18	48	12,650
H	Dept.Chrm.-English Jr. High	2	12	M	10 Mon.	12,575
H	Dept.Chrm.-Language-Sr. High	2	4	M	"	12,235
H	Dept.Chrm.-Science-Jr. High	2	8	M + 30	"	11,530
H	Dept.Chrm.-Bus.Ed.-Sr. High	2	7	B	"	11,375
<u>Mean</u>		2.5	13.6	M + 4	40.9	14,240
<u>Median</u>		2	13	M	40	13,560

* $\frac{1}{2}$ time teacher & $\frac{1}{2}$ time Coordinator
** .75 time teacher & .25 time Department Chairman

TABLE 9

SALARIES OF SUPERVISORS, DIRECTORS, & COORDINATORS, 1971-72

1971-72

JOB TITLE OR DESCRIPTION	YEARS OF EXPERIENCE	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
	THIS JOB	TOTAL			
Reading Consultant	7	18	M + 40	40	\$17,300
Dir. of Learning Resources	5.9	17	D	44.2	17,000
Coord.-Phys. Ed.-All Schools	1	32	M + 30	10 Mon.	16,750
Asst. Chrm.-Math Sr. High	2	10	M + 30	10 Mon.	16,255
Elementary Coordinator	8	31	M	10 Mon.	16,200
Coordinator	1	21	M.S. + 30	40	16,020
Dir. of Learning Resources	1.9	5	B	48	16,000
Coord.-Music-All Schools	3	21	M	10 Mon.	15,800
Dean	NP	14	M.S.	40	15,780
Coord.-Art-All Schools	3	23	M	10 Mon.	15,600
Dir. of Aquatics	2.0	28	B	44.2	15,500
Asst. Chrm.-Science-Sr. High	2	4	M + 30	10 Mon.	14,120
Asst. Chrm.-Math-Jr. High	2	14	M	"	13,560
Asst. Chrm.-Soc. Studies-Jr.	2	10	M + 30	"	13,345
Dir. of Athletics	1	16	B.S.	38	13,200
Asst. Chrm.-Ind. Arts-2nd	2	13	M	10 Mon.	13,165
Elementary Coordinator	8	12	B	"	13,100
Dean	1	8	M.S.	40	12,970
Asst. Chrm.-English-Sr. High	2	6	M	10 Mon.	12,810
Aquarium Director	NP	7	M + 18	48	12,650
Asst. Chrm.-English Jr. High	2	12	M	10 Mon.	12,575
Asst. Chrm.-Language-Sr. High	2	4	M	"	12,235
Asst. Chrm.-Science-Jr. High	2	8	M + 30	"	11,530
Asst. Chrm.-Bus. Ed.-Sr. High	2	7	B	"	11,375
Mean	2.5	13.6	M + 4	40.9	14,240
Median	2	13	M	40	13,560
					980
					900

* $\frac{1}{2}$ time teachers & $\frac{1}{2}$ time Coordinator
 ** .75 time teacher & .25 time Department Chairman

TABLE 10
MISCELLANEOUS PERSONNEL

1971-72

SCHOOL DISTRICT	JOB TITLE OR DESCRIPTION	YEARS OF EXPERIENCE	EDUCATIONAL ATTAINMENT	WORK WEEKS	SA
		THIS JOB	TOTAL		
LM	Nurse	12	10	M	38
C	Home & School Vis.	3	11	M + 70	40
LM	Nurse	11	6	M	38
C	Media Specialist	2	17	M	40
LM	Dental Hygienist	24	4	B	38
LM	Nurse	9	12	B	38
LM	Nurse	18	0	B	38
LM	Nurse	24	7	B	38
LA	Nurse	9	14	M.A.	40
LM	Nurse	2	7	B + 15	38
H	Nurse	24	24	B	10 Mon.
WS	Nurse	15	15	B.S.	38
WS	Nurse	21	21	B.S.	38
H	Nurse	13	13	M	10 Mon.
LM	Nurse	2	7	M	38
LA	Nurse	9	14	B.S.	40
WS	Nurse	13	14	B.S.	38
LM	Nurse	5	0	B	38
H	Nurse	9	9	M	10 Mon.
LM	Nurse	5	0	B + 24	38
H	Nurse	5.5	5.5	B	10 Mon.
H	Nurse	25	25	Standard	10 Mon.
LA	Nurse	8	8.5	B.S.	40
LA	Social Caseworker	6	6	M.S.	40

(Con't.)

TABLE 10
MISCELLANEOUS PERSONNEL
1971-72

TITLE OR DESCRIPTION	YEARS OF EXPERIENCE		EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
	THIS JOB	TOTAL				
School Vis.	12	10	M	38	\$16,000	\$ 1,400
	3	11	M + 70	40	15,900	1,200
	11	6	M	38	15,450	1,900
Specialist	2	17	M	40	14,750	1,050
Rygienist	24	4	B	38	14,100	600
	9	12	B	38	13,500	1,200
	18	0	B	38	13,500	1,500
	24	7	B	38	13,500	1,500
	9	14	M.A.	40	12,700	1,317
	2	7	B + 15	38	12,500	1,500
	24	24	B	10 Mon.	12,100	700
	15	15	B.S.	38	12,060	520
	21	21	B.S.	38	11,940	400
	13	13	M	10 Mon.	11,900	900
	2	7	M	38	11,800	1,400
	9	14	B.S.	40	11,500	900
	13	14	B.S.	38	11,350	670
	5	0	B.	38	11,300	1,300
	9	9	M	10 Mon.	10,815	900
	5	0	B + 24	38	10,800	1,050
	5.5	5.5	B	10 Mon.	10,735	800
	25	25	Standard	10 Mon.	10,650	550
	8	8.5	B.S.	40	10,400	900
Caseworker	6	6	M.S.	40	10,250	1,000

(Con't.)

TABLE 10
MISCELLANEOUS PERSONNEL
1971-72

SCHOOL DISTRICT	JOB TITLE OR DESCRIPTION	YEARS OF EXPERIENCE THIS JOB	YEARS OF EXPERIENCE TOTAL	EDUCATIONAL ATTAINMENT	WORK WEEKS	SAL
H	Nurse	10	10	B	10 Mon.	\$10,1
LM	Nurse	4	0	B	38	10,0
LM	Nurse	4	4	B	38	10,0
C	Media Specialist	1	5	M	40	9,9
LA	Dental	3.5	6.5	B.S.	40	9,70
LM	Dental Hygienist	3	0	B + 15	38	9,70
H	Home & School Vis.	1	4.6	B	10 Mon.	9,70
WS	Nurse	2	2	B.S.	38	9,30
H	Dental Hygienist	4	4	M	10 Mon.	9,21
H	Dental Hygienist	4	5	B	10 Mon.	9,07
H	Nurse	N.P.		B	10 Mon.	9,00
H	Nurse	N.P.		B	10 Mon.	8,79
LM	Nurse	1	0	B	38	8,50
LM	Nurse	1	0	B	38	8,50
H	Nurse	2	2	B	10 Mon.	8,19
LA	Dental	2	3	Standard	40	7,90
LA	Doctor	4	4	D.O.	Part-time	5,10
ST	Social Worker	0.8	8	M	15,2	3,72

TABLE 10
MISCELLANEOUS PERSONNEL
1971-72

TITLE OR DESCRIPTION	YEARS OF EXPERIENCE		EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
	THIS JOB	TOTAL				
Specialist	10	10	B	10 Mon.	\$10,180	\$ 800
	4	0	B	38	10,000	1,000
	4	4	B	38	10,000	1,000
	1	5	M	40	9,950	1,450
Hygienist	3.5	6.5	B.S.	40	9,700	600
Hygienist	3	0	B + 15	38	9,700	900
School Vis.	1	4.6	B	10 Mon.	9,400	800
	2	2	B.S.	38	9,300	850
Hygienist	4	4	M	10 Mon.	9,215	1,150
Hygienist	4	5	B	10 Mon.	9,070	800
	N.P.	B		10 Mon.	9,000	N.P.
	N.P.	B		10 Mon.	8,790	N.P.
	1	0	B	38	8,500	N.P.
	1	0	B	38	8,500	900
	2	2	B	10 Mon.	8,195	695
	2	3	Standard	40	7,900	600
Worker	4	4	D.O.	Part-time	5,100	250
	0.8	8	M	15.2	3,724	224

PART ONE

SAVANNAH OF ADMINISTRATIVE

AND

SUPERVISORY PERSONNEL

TABLE 11
MEDIAN SALARIES OF ADMINISTRATIVE AND SUPERVISORY PERSONNEL
1971-72

Salaries of administrators and supervisors range from \$39,000, for a chief executive to \$11,000 for a Director of Food Services. (Tables 8-14). The range for the previous year (1970-71) was from \$37,000 to \$9,973. Median salaries for the categories are:

	<u>1970-71</u>	1
Chief School Administrators	\$29,000	\$
Assistants, Business Services	\$19,500	\$
Assistants, General Instructional Services	\$19,898	\$
Assistants, Special Instructional Services	\$14,450	no
Secondary School Principals	\$21,314	\$2
Secondary School Assistants	\$16,000	\$1
Elementary School Principals	\$18,080	\$1

TABLE 11
 MEDIAN SALARIES OF ADMINISTRATIVE AND SUPERVISORY PERSONNEL
 1971-72

of administrators and supervisors range from \$39,000, for a chief executive, \$32,340 for a Director of Food Services. (Tables 8-14). The range for the previous year (1970-71) was from \$37,000 to \$9,973. Median salaries for the categories are:

	<u>1970-71</u>	<u>1971-72</u>
School Administrators	\$29,000	\$32,340
Supervisors, Business Services	\$19,500	\$15,680
Supervisors, General Instructional Services	\$19,898	\$20,500
Supervisors, Special Instructional Services	\$14,450	none reported
School Principals	\$21,314	\$22,744
School Assistants	\$16,000	\$17,542
Elementary School Principals	\$18,080	\$18,500

TABLE 12
NUMBER OF PERSONNEL PER 1000 WEIGHTED PUPILS

SCHOOL DISTRICT	NUMBER OF PUPILS *		ADMINISTRATORS & SUPERVISORS	INSTRUCTIONAL SPECIALISTS
	1970-71	1971-72		
CHELTENHAM	6,866	6,584	3.59	10.22
HAVERFORD	7,700	7,835	3.51	7.17
LANSDOWNE-ALDAN	3,039	2,885.5	3.10	8.67
LOWER MERION	9,798	9,290.5	3.58	0.10
RADNOR	4,572	4,239	3.35	8.70
SPRINGFIELD TWP.	3,963	4,009	4.01	8.30
WALLINGFORD-SWARTHMORE**	1,413	4,781	4.17	8.94

*Average Daily Membership ($\frac{1}{2}K$ plus Grades 1-12)

** 1970-71 data for Swarthmore-Rutledge School District

TABLE 12
NUMBER OF PERSONNEL PER 1000 WEIGHTED PUPILS

CT	NUMBER OF PUPILS *	ADMINISTRATORS & SUPERVISORS	INSTRUCTIONAL SPECIALISTS	TEACHERS
	1970-71 1971-72			
CT	6,866 6,584	3.59	10.22	48.81
AN	7,700 7,835	3.51	7.17	39.89
AN	3,039 2,885.5	3.10	8.67	46.69
WP.	9,798 9,290.5	3.58	0.10	57.35
WP.	4,572 4,239	3.35	8.70	51.99
WP.	3,963 4,009	4.01	8.30	47.99
SWARTHMORE**	1,413 4,781	4.17	8.94	45.69

Membership ($\frac{1}{2}K$ plus Grades 1-12)
Data for Swarthmore-Rutledge School District

TABLE 13
CHIEF SCHOOL ADMINISTRATORS
1971-72

SCHOOL DISTRICT	AVERAGE DAILY MEMBERSHIP	YEARS OF EXPERIENCE THIS JOB	YEARS OF EXPERIENCE TOTAL	EDUCATIONAL ATTAINMENT	WORK WEEKS
LM	9,290.5	1	21	D	48
C	6,584	4	26	D	48
H	7,835	5	25	D	48
L-A	2,885.5	24	45	D	48
W-S	4,781	5	18	D	48
R	4,239	3	15	D	48
ST	4,009	2	8	D	48
Mean	5,660.5	6.3	22.6		48
Median	4,781	4	21		48

TABLE 13
CHIEF SCHOOL ADMINISTRATORS
1971-72

GE LY RSHIP	YEARS OF THIS JOB	EXPERIENCE TOTAL	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASES
290.5	1	21	D	48	\$39,000	\$2,000
584	4	26	D	48	\$34,000	\$2,500
835	5	25	D	48	\$33,750	\$1,750
885.5	24	45	D	48	\$32,340	\$3,540
781	5	18	D	48	\$30,500	\$3,000
239	3	15	D	48	\$29,000	\$4,000
009	2	8	D	48	\$26,000	\$3,000
660.5	6.3	22.6		48	\$32,013	\$2,827
81	4	21		48	\$32,340	\$3,000

TABLE 14
ASSISTANTS FOR GENERAL INSTRUCTIONAL SERVICES, 1971-72

SCHOOL DISTRICT	JOB TITLE OR DESCRIPTION	YEARS OF EXPERIENCE		EDUCATIONAL ATTAINMENT	WORK WEEKS
		THIS JOB	TOTAL		
LM	Deputy Superintendent	1	12	D	48
W-S	Assistant Superintendent	11	26.5	D	48
H	Assistant Superintendent	8	42	M + 20	48
LM	Asst. to Supt. for Instruct. Serv.	3	14	M +	48
C	Director--Curriculum & Research	0	14	D	48
LM	Asst. Supt. for Admin. Services	9	23	M + 30	48
LM	Asst. to Supt. for Personnel	0	10	M + 30	48
ST	Asst. Supt. for Curriculum	11	19	D	48
C	Asst. to Supt. for Instruction	5	19	M + 36	48
R	Deputy Superintendent	1	12	M + 70	48
LM	Director--Personnel	5	22	M + 30	48
C	Director--Pupil Personnel Services	2	19	M + 67	48
LM	Director--Pupil Personnel Services	1	20	M	48
H	Asst. to Supt. for Curr. Development	4	11	D	48
H	Asst. to Supt.	4	16	D	48
W-S	Director--Personnel	5	32.5	M	48
W-S	Director--Pupil Personnel Services	3	33	B	48
H	Asst. to Supt. for Federal Projects	2.8	22	M	48
L-A	Elementary Supervisor	13	22	M	40
ST	Director--Elementary Education	19	41	M	48
ST	Admin. Asst. to Supt.	4	33	M	48
R	Assistant Superintendent	0	0	MRA	48
R	Assistant Superintendent	1	8	M	48
R	Assistant Superintendent	1	5	D	48
LM	Admin. Assistant--Elementary	2	13	B +	40
ST	Admin. Asst. to Elem. Prin.	0	0	M	44.2
	Mean	4.5	18.8		47.9
	Median	3	19.0		48

TABLE 14

ASSISTANTS FOR GENERAL INSTRUCTIONAL SERVICES, 1971-72

POSITION OR DESCRIPTION	YEARS OF EXPERIENCE THIS JOB	YEARS OF EXPERIENCE TOTAL	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
Superintendent	1	12	D	48	\$31,500	\$1,500
Asst. Superintendent	11	26.5	D	48	\$28,500	\$2,000
Asst. Superintendent	8	42	M + 20	48	\$27,000	\$2,175
Supt. for Instruct. Serv.	3	14	M +	48	\$25,200	\$2,000
--Curriculum & Research	0	14	D	48	\$25,000	N.P.
Asst. for Admin. Services	9	23	M + 30	48	\$24,300	\$2,000
Supt. for Personnel	0	10	M + 30	48	\$24,000	N.P.
Asst. for Curriculum	11	19	D	48	\$24,000	\$2,500
Supt. for Instruction	5	19	M + 36	48	\$23,545	\$1,745
Superintendent	1	12	M + 70	48	\$23,000	\$5,000
--Personnel	5	22	M + 30	48	\$22,485	\$1,985
--Pupil Personnel Services	2	19	M + 67	48	\$21,600	\$1,600
--Pupil Personnel Services	1	20	M	48	\$21,000	\$1,000
Supt. for Curr. Development	4	11	D	48	\$20,000	\$1,550
Supt.	4	16	D	48	\$19,750	\$1,675
--Personnel	5	32.5	M	48	\$19,500	\$700
--Pupil Personnel Services	3	33	B	48	\$19,200	0
Supt. for Federal Projects	2.8	22	M	48	\$19,000	\$660
Supervisor	13	22	M	40	\$18,563	\$2,269
--Elementary Education	19	41	M	48	\$18,500	\$1,500
Asst. to Supt.	4	33	M	48	\$18,000	\$1,500
Asst. Superintendent	0	0	MBA	48	\$17,500	N.P.
Asst. Superintendent	1	8	M	48	\$17,000	\$3,000
Asst. Superintendent	1	5	D	48	\$15,000	\$1,500
Assistant--Elementary	2	13	B +	40	\$14,270	\$1,728
Asst. to Elem. Prin.	0	0	M	44.2	\$14,000	N.P.
Mean	4.5	18.8		47.9	\$21,208	\$1,582
Median	3	19.0		48	\$20,500	\$1,550

TABLE 15
ASSISTANTS FOR BUSINESS SERVICE
1971-72

SCHOOL DISTRICT	JOB TITLE OR DESCRIPTION	YEARS OF EXPERIENCE THIS JOB-TOTAL	EDUCATIONAL ATTAINMENT
LM	Secretary of the Board	9	21 M + 30
C	Asst. to Supt. for Business	8	25 M + 24
ST	Asst. to Supt. for Business	11	17 M + 30
LM	Director--Buildings & Grounds	25	25 B
W-S	Director--Finance	6	8 M
H	Asst. to Supt. for School Business	9.4	33 M
H	Admin. Asst. for School Business	5.2	38 M + 30
W-S	Director--Facilities	1	1 M
L-A	Business Manager/Board Secretary	13	29.5
LM	Director--Transportation	3	3
LM	Director--Supplies & Custodial Serv.	4	4
L-A	Admin. Asst. for Buildings & Grounds	0	15
ST	Director--Accts. & Purchases	5	23 B
ST	Director--Plant Operations	6	34 B
ST	Director--Maintenance	18	41 B
ST	Director--Transportation	7	31
ST	Director--Food Services	4	10 B
Mean		8.3	22.4
Median		6	23

TABLE 15
ANTS FOR BUSINESS SERVICE
1971-72

YEARS OF <u>EXPERIENCE</u> <u>THIS JOB-TOTAL</u>	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
9 21	M + 30	48	\$28,500	\$2,000
8 25	M + 24	48	\$24,840	\$1,840
11 17	M + 30	48	\$23,500	\$2,700
25 25	B	48	\$23,000	\$2,000
6 8	M	48	\$21,000	\$1,500
9.4 33	M	48	\$19,130	C
5.2 38	M + 30	48	\$17,750	\$ 270
1 1	M	48	\$16,200	\$1,200
13 29.5		48	\$15,680	\$1,313
3 3		49	\$14,000	\$1,500
4 4		49	\$13,500	\$1,500
0 15		48	\$13,000	N.P.
5 23	B	49	\$12,800	\$1,100
6 34	B	48	\$12,350	\$1,150
18 41	B	48	\$12,000	0
7 31		48	\$11,500	\$1,000
4 10	B	44.2	\$11,000	\$1,300
8.3 22.4		47.9	\$17,044	\$1,198
6 23		48	\$15,680	\$1,300

TABLE 16
SECONDARY SCHOOL PRINCIPALS, 1971-72

SCHOOL DISTRICT	SCHOOL CATEGORY	SPAN OF GRADES	YEARS OF EXPERIENCE THIS JOB	YEARS OF EXPERIENCE TOTAL	EDUCATIONAL ATTAINMENT
C	Senior H.S.	10-12	18	38	D
LM	Senior H.S.	10-12	5	18	M + 30
C	Junior H.S.	7-9	18	38	D
LM	Senior H.S.	10-12	3	19	D
L-A	Senior-Junior	7-12	7	27.5	M + 30
C	Junior H.S.	7-9	6	21	D
LM	Junior H. S.	7-9	13	23	D
R	Junior H. S.	7-9	15	35	M + 60
C	Junior H.S.	7-9	3	18	M + 60
LM	Junior H.S.	7-9	15	41	M + 30
H	Senior H.S.	10-12	6	20.5	D
ST	Senior H.S.	10-12	0	10	D
ST	Junior H.S.	7-9	14	20	M + 30
R	Senior H.S.	10-12	2	15	D
ST	Junior H.S.	7-9	3	22	M
W-S	Senior H.S.	10-12	3	22	M
W-S	Senior-Junior	7-12	3	18	M
H	Junior H.S.	7-9	3	11	M + 30
LM	Junior H.S.	7-9	0	7	M + 30
W-S	Middle School		18	36	M
	Mean		7.8	22.5	
	Median		5.5	20.8	

TABLE 16

SECONDARY SCHOOL PRINCIPALS, 1971-72

YEARS OF EXPERIENCE THIS JOB	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
18	38	D	\$26,530	\$1,200
5	18	M + 30	\$25,532	\$2,000
18	38	D	\$25,538	\$2,194
3	19	D	\$25,002	\$2,000
7	27.5	M + 30	\$24,900	\$3,723
6	21	D	\$24,633	\$1,389
13	23	D	\$23,518	\$2,000
15	35	M + 60	\$23,142	\$2,260
3	18	M + 60	\$23,055	\$1,740
15	41	M + 30	\$22,988	\$2,000
6	20.5	D	\$22,500	\$ 670
0	10	D	\$22,000	N.P.
14	20	M + 30	\$21,350	\$2,100
2	15	D	\$21,036	\$2,068
3	22	M	\$19,700	\$1,900
3	22	M	\$19,700	\$ 700
3	18	M	\$19,500	\$1,500
3	11	M + 30	\$19,000	\$1,445
0	7	M + 30	\$18,000	N.P.
18	36	M	\$17,400	\$ 900
7.8	22.5		\$22,246	\$1,590
5.5	20.8		\$22,744	\$1,820

TABLE 17
SECONDARY SCHOOL ASSISTANTS
1971-72

SCHOOL DISTRICT	SCHOOL CATEGORY	SPAN OF GRADES	YEARS OF EXPERIENCE		EDUCATIONAL ATTAINMENT	WORK WEEKS
			THIS JOB	TOTAL		
C	Senior H.S.	10-12	21	25	M + 40	48
LM	Senior H.S.	10-12	3	14	M + 60	41
C	Senior H.S.	10-12	2	22	M + 26	40
LM	Senior H.S.	10-12	11	35	M + 30	40
LM	Junior H.S.	7-9	13	42	M + 60	40
C	Junior H.S.	7-9	5	13	M + 61	40
C	Senior H.S.	10-12	7	18	M + 24	40
LM	Senior H.S.	10-12	7	22	M + 30	40
LM	Senior H.S.	10-12	2	10	M	41
LM	Junior H.S.	7-9	0	7	D	40
LM	Senior H.S.	10-12	5	18	M	40
H	Senior H.S.	10-12	2	16	M + 30	48
C	Junior H.S.	7-9	2	24	M + 25	40
L-A	Senior-Junior	7-12	0	11.5	M + 70	48
L-A	Senior-Junior	7-12	12	34	M	40
ST	Senior H.S.	10-12	1	15	D	44.2
R	Senior H.S.	10-12	8	24	M + 60	48
LM	Junior H.S.	7-9	1	15	M	40
LM	Junior H.S.	7-9	0	27	M	40
ST	Senior H.S.	10-12	2	8	M	48
H	Senior H.S.	10-12	3.5	16	M + 30	48
C	Senior H.S.	10-12	2	13	M + 12	40

CONTINUED

TABLE 17

SECONDARY SCHOOL ASSISTANTS

1971-72

YEARS OF <u>EXPERIENCE</u> <u>THIS JOB</u>	TOTAL	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
21	25	M + 40	48	\$21,465	\$1,620 *
3	14	M + 60	41	\$19,931	\$1,911
2	22	M + 26	40	\$19,354	\$2,366 ***
11	35	M + 30	40	\$19,295	\$1,990
13	42	M + 60	40	\$18,897	\$1,937
5	13	M + 61	40	\$18,810	\$2,200 ***
7	18	M + 24	40	\$18,354	\$1,368 ***
7	22	M + 30	40	\$18,330	\$1,900
2	10	M	41	\$18,047	\$1,882
0	7	D	40	\$18,000	N.P.
5	18	M	40	\$17,863	\$1,963
2	16	M + 30	48	\$17,750	\$1,120
2	24	M + 25	40	\$17,710	\$1,320 ***
0	11.5	M + 70	48	\$17,685	N.P.
12	34	M	40	\$17,615	\$2,285
1	15	D	44.2	\$17,600	\$1,600
8	24	M + 60	48	\$17,568	\$1,080
1	15	M	40	\$17,542	\$1,942
0	27	M	40	\$17,500	N.P.
2	8	M	48	\$17,300	\$3,300
3.5	16	M + 30	48	\$17,250	\$1,285
2	13	M + 12	40	\$16,815	\$2,291 ***

CONTINUED

TABLE 17 (Continued)
SECONDARY SCHOOL ASSISTANTS, 1971-72

SCHOOL DISTRICT	SCHOOL CATEGORY	SPAN OF GRADES	YEARS OF EXPERIENCE		EDUCATIONAL ATTAINMENT	WORK WEEK
			THIS JOB	TOTAL		
C	Senior H.S.	10-12	2	13	M + 12	40
R	Senior H.S.	10-12	3	11	M + 40	48
H	Senior H.S.	10-12	4	22	M	48
ST	Junior H.S.	7-9	1	14	M	44
H	Junior H.S.	7-9	2	16	M + 30	48
H	Junior H.S.	7-9	1	36.5	M + 30	48
ST	Junior H.S.	7-9	1	27	M	44
LM	Junior H.S.	7-9	1	9	M + 30	40
LM	Junior H.S.	7-9	4	37	B	40
R	Junior H.S.	7-9	0	19	B + 40	48
R	Junior H.S.	7-9	0	9.5	M	48
H	Junior H.S.	7-9	3	13	M	48
C	Junior H.S.	7-9	2	11	M	40
C	Senior H.S.	10-12	2	7	M + 31	40
		Mean	3.9	19.3		43.
		Median	2	16		40

* Teaches .2 of a day.

***It should be noted that all assistants in the Cheltenham Township School District

TABLE 17 (Continued)

SECONDARY SCHOOL ASSISTANTS, 1971-72

<u>YEARS OF EXPERIENCE</u>		<u>EDUCATIONAL ATTAINMENT</u>	<u>WORK WEEKS</u>	<u>SALARY</u>	<u>SALARY INCREASE</u>
<u>THIS JOB</u>	<u>TOTAL</u>				
2	13	M + 12	40	\$16,815	\$2,291 ***
3	11	M + 40	48	\$16,678	\$1,640
4	22	M	48	\$16,500	\$1,080
1	14	M	44.2	\$16,100	\$2,900
2	16	M + 30	48	\$16,000	\$ 830
1	36.5	M + 30	48	\$16,000	\$1,090
1	27	M	44.2	\$15,850	\$2,840
1	9	M + 30	40	\$15,295	\$1,795
4	37	B	40	\$15,095	\$ 520
0	19	B + 40	48	\$15,000	N.P.
0	9.5	M	48	\$14,500	N.P.
3	13	M	48	\$14,500	\$ 915
2	11	M	40	\$14,225	\$1,135 ***
2	7	M + 31	40	\$12,825	\$ 877 ***
3.9	19.3		43.2	\$17,124	\$1,522
2	16		40	\$17,542	\$1,600

nts in the Cheltenham Township School District teach 1/3 of a day.

TABLE 18
 ELEMENTARY SCHOOL PRINCIPALS
 1971-72

SCHOOL DISTRICT	YEARS OF EXPERIENCE THIS JOB	YEARS OF EXPERIENCE TOTAL	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
C	6	22	M + 45	48	\$22,578	\$1,851
LM	6	23	M + 60	40	\$22,274	\$ 756
C	15	31	M + 48	48	\$22,260	\$1,680
C	3	15	M + 36	48	\$21,927	\$1,200
C	4	22	M + 35	48	\$21,726	\$1,986
C	28	37	M + 28	48	\$21,420	\$1,680
R	6	25	M + 60	48	\$21,173	\$1,690
LM	5	20	M + 30	40	\$21,066	\$1,986
LM	8	36	M + 30	40	\$21,066	\$1,986
H	25	46	M + 30	48	\$21,000	\$ 860
C	4	22	M + 43	48	\$20,988	\$ 408
LM	12	40	M +	40	\$20,499	\$1,949
LM	5	11	M	40	\$20,499	\$1,949
LM	20	34	M	40	\$20,499	\$1,949
LM	3	13	D	40	\$20,499	\$1,949
C	4	22	M + 36	48	\$19,885	\$ 407
R	14	34	M + 60	48	\$19,800	\$1,690

CONTINUED

TABLE 18 (Continued)
ELEMENTARY SCHOOL PRINCIPALS, 1971-72

SCHOOL DISTRICT	YEARS OF EXPERIENCE THIS JOB	YEARS OF EXPERIENCE TOTAL	EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
H	18	22	M	48	\$19,500	\$1,005
R	0	15	M + 60	48	\$19,000	N.P.
H	20	24	M	48	\$18,500	\$ 515
L-A	12	20.5	M + 30	40	\$18,275	\$3,058
H	9	21	M	48	\$18,000	\$ 630
ST	10	21	M	44.2	\$17,900	\$1,550
LM	1	9	M + 30	40	\$17,863	\$1,963
ST	0	12	M + 30	44.2	\$17,800	N.P.
L-A	6	14	M + 15	40	\$17,777.50	\$3,645.50
LM	0	9	M + 15	40	\$17,296	N.P.
W-S	1	8	M	48	\$17,200	\$1,200
W-S	6	12	M + 15	48	\$17,200	\$1,200
ST	6	23	M + 30	44.2	\$17,100	\$1,600
LM	0	10	M + 15	40	\$17,000	N.P.
H	2	11	M	48	\$17,000	\$ 925
R	15	35	M + 60	48	\$16,978	0
L-A	2	11.5	M + 30	40	\$16,506	\$3,288

CONTINUED

TABLE 18 (Continued)
 ELEMENTARY SCHOOL PRINCIPALS, 1971-72

SCHOOL DISTRICT	YEARS OF EXPERIENCE		EDUCATIONAL ATTAINMENT	WORK WEEKS	SALARY	SALARY INCREASE
	THIS JOB	TOTAL				
H	5	20	M + 30	48	\$16,000	\$1,190
W-S	0	6	M + 15	48	\$16,000	N.P.
H	9	14	M	48	\$15,805	\$1,755
W-S	0	10.5	M + 30	48	\$15,500	N.P.
H	1	8	M	48	\$13,200	\$1,200
Mean	7.5	20.2		45	\$18,886	\$1,300.01
Median	6	20		48	\$18,500	\$1,200

TABLE 19

MEAN SALARIES OF ADMINISTRATORS AND SUP

1971-72

SCHOOL DISTRICT	CHIEF SCHOOL ADMINISTRATOR	ASSISTANT'S GENERAL INSTRUCTIONAL SERVICES	ASSISTANTS BUSINESS SERVICES	SE PR
C	\$34,000	\$23,382	\$24,840	\$24
H	33,750	21,438	18,440	20
L-A	32,340	18,563	14,340	24
LM	39,000	23,251	19,750	23
R	29,000	18,125		22
ST	26,000	18,625	13,858	21
W-S	30,500	22,400	18,600	18
Mean	32,013	21,208	17,044	22

TABLE 19

SALARIES OF ADMINISTRATORS AND SUPERVISORS

1971-72

TS	ASSISTANTS	SECONDARY PRINCIPALS	SECONDARY ASSISTANTS	ELEMENTARY PRINCIPALS
ONAL	BUSINESS SERVICES			
	\$24,840	\$24,939	\$17,375	\$21,541
	18,440	20,750	16,333	17,376
	14,340	24,900	17,650	17,520
	19,750	23,008	17,800	19,856
		22,089	15,936	19,238
	13,858	21,017	16,712	17,600
	18,600	18,633		16,475
	17,044	22,246	17,124	18,886